To: All School and
Staff Chiefs
Fr: DTR
C/EA-PLANS   12 DEC 1972   DTR-8200

MEMORANDUM FOR: Executive Director/Comptroller

SUBJECT: Useful Policies and Procedures

Too often, MAG appears to concentrate only on problem areas, neglecting successes. The attached paper is offered as a first cut at a compilation of what policies and procedures not only work, but work well. The paper has already stimulated the collection of additional material for a sequel to this paper, and contributions from outside MAG will be gratefully received.

Management Advisory Group

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MEMORANDUM FOR: Executive Director/Comptroller

SUBJECT   :   Policies and Procedures in Separate Components
                       Applicable Elsewhere

    1. A by-product of discussions at recent MAG meetings has been a growing belief that various procedures and policies are being utilized in some parts of the Agency which might have applicability in other components. As the subject was explored, it, indeed, became clear that there were many instances of apparently worthwhile procedures in use which could prove advantageous if adopted by other offices. It was agreed, however, that these policies did not have universal applicability throughout all of the Agency. MAG, therefore, undertook the compilation of the following listing of those more practical procedures which might be of interest. For your convenience, the independent contributions have been collated under the general categories of orientation, communications, personnel planning and development, evaluation, and utilization of junior officers.

    2. <u>Orientation.</u> As described below, all new employees receive over-all orientation regarding the Agency early in their careers, but seldom is it followed by systematic review and reorientation efforts.

    A. <u>Agency.</u> The Office of Personnel, Staff Personnel Division, conducts an EOD orientation to introduce new employees to the Agency. The orientation program is designed to acquaint newcomers with the basic benefits, privileges, and responsibilities of Agency employees. Among the topics included in the orientation are Agency organization, trial periods, fitness reports, leave, promotions, insurance, the EAA, and the Credit Union. To supplement this orientation, each new employee is given a copy of <u>You and the Central Intelligence Agency</u>. In addition, the Office of Security shows the <u>Need to Know</u> film, and the Office of Training offers the <u>Intelligence and World Affairs</u> course early on in the employee's career.

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B. Component. An exception to the general rule of lack of follow-up orientation was found in the Office of Special Projects (OSP), DDS&T. OSP has recently begun an interview program with new employees six months and one year after they EOD. These conferences between the employee and a Personnel Officer address the employee's job, his career, and the Agency. They appear to be an effective two way exchange of information and views and a chance to correct erroneous impressions which may have developed. The Personnel Officer obtains the employee's views of his job, working conditions, and how well or poorly he believes that he is being managed. While the latter probably tends to focus on personalities, it is an opportunity for the personnel people to identify possible incipient management problems. The employee is specifically encouraged to compare his job with his prior expectations and to discuss his career plan. A further aspect of the conferences is a discussion of the promotion policy within OSP and the Agency. In most cases, the employee is told of the head room constraint on promotions. He is also told about the career board/panel operation within the Office. The final portion of the conference centers on the Agency mission in an attempt to ensure that the employee understands it and where his Office and he, himself, fits.

3. Communications. In looking into this vital area (the subject of an earlier MAG memorandum), several specific examples of current practices were noted as well as a suggestion for a new vehicle.

A. Office Management Conferences. Some offices, such as OSI, OSR, and CRS, hold Office Management Conferences to encourage a greater flow of information. The Conferences have most frequently been one to three day sessions held away from Headquarters where such issues as training, office communications, the status of clericals, fitness reports, etc. have been discussed. Additionally, OSR holds an annual "State of OSR" meeting in the Agency auditorium to apprise its employees of the past year's achievements and the prospect for the future.

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B. Promotion Policy Publications. OCI, in an effort to acquaint personnel with as clear a picture as possible on promotion policies, has issued a memorandum for all employees spelling out procedures for promotion through GS-15. The memo contained information on what levels of promotion must pass through the Career Service Board, the membership of the Board, how often it meets to consider promotions at each level, how it functions, and who makes the final decision. It also covered procedures for those promotions not covered by the Board and OCI standards for minimum time in each grade. OCI put out a similar memorandum on guidelines for granting quality step increases.

C. The Clandestine Services Personnel Staff (CSPS) has also pub-
lished the requirements and criteria for each grade level. These precepts are
made available to all CS officers to ensure that they know what is required to
qualify for promotion. Due to head room and other administrative factors, the
CSPS works out the minimum time in grade needed to qualify for promotion for
each grade level, and the files of qualified officers are reviewed by the ap-
propriate panel for each category of officer.

D. Office Newsletter. The DDI currently produces an aperiodic
newsletter for its overseas representatives to keep them informed regarding
developments within the DDI. No other component is known to have such a
publication, but it is believed that in certain cases it could be very worthwhile
as a means of keeping employees informed. It could serve as a vehicle for
such subjects as promotion and QSI policies, job changes or availability, and
significant developments and accomplishments within and by the office concerned.

4. Personnel Planning and Development. Although the Personnel Develop-
ment Program has been submitted by the Office of Personnel, the following
practices are listed to show procedures now in use within the Agency.

A. Career Development. To give its personnel some idea of the
possibilities for career development and to regularize procedures, OCI has put
out several memoranda in the past year on these subjects. One listed all the
possibilities for rotational assignments, giving the general guidelines for
selecting candidates and other details. Another furnished statistics on those
in the Office who had in a certain time frame been promoted, had a change of
assignment, had a major training opportunity, or had a foreign TDY. The memo
also set up a new committee to deal with career development directed specifically
at officers in the GS-12-15 level. The committee will attempt to schedule an
officer's assignment three years in advance and to make recommendations in
most areas of career development.

B. Component Training Policies. The Office of Logistics (OL) and
the CRS have prepared "component training policies" for their personnel. The
OL effort is the more sophisticated but both offer promise in developing an in-
telligent and flexible tie between training and both component needs and
personnel career development.

C. Intra-Office Rotation. Intra-office or directorate rotations have
been commonplace, but often without any sense of pattern that can be proven
to advance either one's overall usefulness to the Agency or his career develop-

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D. [blank] also appears to be systematic in its rotations of editors and branch chiefs who are trained in functional skills among various geographic divisions. There is some sacrifice in changing areas in that the editors may not have the substantive background in the new geographic area for the most effective editing (at least initially). The compensating argument, however, is that such rotational assignments improve morale -- increased opportunities for overseas rotation. Additionally, assignments on different areas broaden the general knowledge of the persons involved.

E. <u>Assignment Questionnaires</u>. Several offices within the Agency utilize assignment questionnaires in an attempt to take into consideration the employee's desire for his future within the framework of availability of jobs. The CS has its Field Reassignment Questionnaire and Headquarters Reassignment Questionnaire, the Office of Security has its Individual Career Assignment Preference form, and OCI has its Employee Biennial Assignment Report. Unfortunately, many employees view the completion of these forms as a sterile exercise which will have little if anything to do with their future assignment. They are, however, a step in the right direction if they are properly utilized and could well be employed in other offices.

5. <u>Evaluation</u>. A continuing problem facing all parts of the Agency is that of obtaining honest, objective evaluations of the performance of Agency employees. This subject was addressed in some detail in MAG's memorandum on Fitness Reports, and it is hoped that the forthcoming Office of Personnel recommendations for a revised Fitness Report system will help to alleviate previous deficiencies. The following procedures are currently in effect in an effort to ensure better evaluations and understanding of the evaluation system.

A. <u>Fitness Report Explanation</u>. When the Agency announced certain changes in the overall fitness report system in 1969, OCI -- to give its personnel a clearer understanding of the rating process -- put out its own memo explaining how the OCI Career Service Board would interpret the system. Explanations were given as to precisely what assignment to each category meant. It was made clear that a majority of the personnel would fall into the proficient category, which was broken into three categories itself.

B. <u>Follow-up Interviews</u>. In order to assist operating and Career Service officials in connection with their responsibilities for evaluating the performance and potential of Career Provisional employees, the placement officers in the Office of Personnel, Staff Personnel Division, review the fitness reports of all Career Provisional employees. Additionally, they personally discuss performance, work attitudes, and career interests with those Career

Provisional employees who are available for interview each year and, as appropriate, with the supervisory and Career Service officials concerned. Under the new Career Selection Process, Career Provisional employees are screened at the time Fitness Reports are prepared at nine, twenty-one, and thirty month intervals.

      C. _Clandestine Services Personnel Panels_. The CS Personnel Evaluation System provides for an annual review by a CS panel of the files of all personnel within a grade level. The panel, after reviewing all officers' files, ranks them. Area divisions and components carry out the same type of review and rankings separately and report their findings to the CSPS. Great care is taken to ensure that panel members do not serve as division or component representatives; they are working for the DDP and guard their independence from their parent units. The panels determine those officers who are fully qualified for promotion and so recommend. They also recommend awards, QSI's, training, etc. At the other end of the spectrum, they also determine the lowest ranking officers, particularly the bottom 5%, and send the DDP their conclusions and recommendations. The System has been successful in introducing a CS-wide competition based on established and accepted criteria. It is overseen by representatives of all CS elements so as to ensure varying points of professional views. While there are flaws in the System, it is producing better fitness reports and greater confidence on the part of CS personnel in the promotion and evaluation system.

      6. _Utilization of Junior Officers_. The following examples show cases where offices have brought Junior Officers into the management chain.

      A. _NPIC_. Each year, NPIC circulates two memoranda to all personnel inviting young officers (from ages 25-35 and from GS 9-12) to indicate their interest in serving either as Executive Secretary of the Training Selection Panel or as Executive Secretary of the IP Career Service Board. In the memos, guidelines for the selection are listed, duties are explained, and the nominating procedures are spelled out.

      B. _OSI_. OSI has a "junior" Contract Review Board including the Executive Officer and the Assistant Executive Officer. It advises OSI personnel submitting contracts as to format, justification, presentation, etc. before a contract goes into the bureaucratic mill.

      C. _OEL_. With a substantial number of personnel involved in worldwide field operations, OEL had a continuing problem, in that the office directors and division chiefs did not know many of the younger staff members.

Promotion and other career actions were obviously difficult when based on comparisons of personnel folders -- in many cases on personnel who had never served a Headquarters tour. To meet this problem, the Junior Advisory Panel was created with members drawn from the GS 11-13 range with a maximum age of 35. The eight member panel reviews all professional staff employees (excluding secretaries) of GS 10 or lower rank regarding promotions, reassignments, and training. The panel's recommendations are forwarded to the Career Service Panel for its monthly meetings. To date, a great majority of the recommendations have been approved without modification -- a strong vote of confidence in the group.

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